



Development Plan 2017 – 2020

Review of Progress 2017 – 2018

Summary Outline Targets 2018 - 2019



Vision and Values of Balmoral Learning Trust

Vision:

“A diverse partnership of schools achieving learning and excellence for all”

Roots:

Collaboration not competition

Individuality not conformity

Simplicity not complexity

Challenge not confrontation

Branches:

Quality – because everyone in the Trust deserves the best

Excellence – because we have high expectations for everyone

Delivery – because actions make aspirations reality

Standards – because they represent achievement for all

Safeguarding – safe people, safe places, safe buildings, safe children

Leaves:

Learning – first class learning opportunities for all

Leadership – exceptional leaders in exceptional schools where leadership is not a position or a title but an action and an example.

Enjoyment – valuing our people and having fun. Others enjoy working with you.

Inspiration – seeing the possible not the actual

Equality – all valued and respected

Responsibility – relentless willingness to see things through, ‘see it and sort it’

Integrity – no fear, no blame, no excuses

Environment – nurturing, enriching, inspiring and safe

Accountability – being open and transparent

Potential Strategic Plan Priorities 2018 - 2019

The strategic plan priorities 2018/19 support the shared vision and values of Balmoral Learning Trust. The aim is that through the targets in the Development Plan the Trust's vision becomes a reality.

The Development Plan 2018/19 will:

- identify clear statements of what the Trust wants to achieve during this academic year;
- set out progress to date and where we want to get to;
- focus on delivering the best possible education for children;
- define clearly the operating environment including integrated support and shared service;
- focus on developing consistent policies across Trust schools;
- identify a strategy for growth
- identify staff CPD and succession planning.

During 2018/19 the focus of the Development Plan will be based on the following:

Curriculum Development / Outcomes for Children

Consolidate the curriculum work that was started in 2017/18 including the monitoring of standards through moderation of work and work scrutiny;

Carry out a curriculum review with a focus on the development of foundation subject specific skills;

Develop the role of foundation subject leaders through appropriate CPD, coaching and mentoring;

Continue to facilitate regular meetings of key members of staff across Trust schools;

Facilitate meetings between foundation subject leaders across Trust schools to share expertise, expectations and resources;

Consolidate the consistency of assessment across Trust schools.

Policy Development

Following appropriate consultation implement consistent HR policies across the Trust in a staff handbook. Review Pay Policy in line with national guidance.

Ensure consistency of key policies across the Trust.

Safeguarding

Implement the safeguarding supervision policy with half termly supervision meetings across Trust schools.

Implement the Trust Safeguarding Policy consistently across all schools, ensuring each school has a clear safeguarding policy reflecting their pupil needs.

Consolidate the remit of the Safeguarding Director.

Finance

Develop consistent financial reporting across Trust schools.

Plan regular finance meetings with appropriate staff across Trust schools.

Publicity and Growth

Develop the Trust website to identify the key features and strengths of Balmoral Learning Trust

Identify and implement a strategy for growth.

The above key aspects of the Strategic Plan will be developed with reference to the Vision and Values of Balmoral Learning Trust.

Summary Review of Action Plan 2017 – 2018 Summary Key Targets for 2018 - 2019

The following identifies the summary of progress in relation to key targets 2017/18

Objective 1: School Improvement and Effectiveness.

1:1 School Improvement Teaching and Learning

Planned Actions	Progress and Implementation
Appointment of School Improvement Partner (SIP) for Trust and Trust Schools External advice for Appraisal of HTs. Reviews to be carried out in both schools.	School Improvement Officer appointed. HT appraisal undertaken in both schools. School reviews undertaken with positive outcomes. Reports shared with LGBs, summary report shared with Directors.
Analysis of the combined Trust data by The School Data Company. Data analysis termly	Data of both schools analysed and appropriate targets set as part of the School Development Plans.
Single sheet to present to Trust Board regarding outcomes, individual school context, key actions and key strengths	Data sheet shared with Directors at termly meetings.
Common assessment system in place. Termly data used to identify progress, strengths and areas for improvement Pupil Progress review meetings in each school termly	Consistent assessment systems being used across both schools. Pupil progress review meetings took place in both schools termly, identified strengths and areas of weakness, appropriate action then taken.
Moderation systems in place to ensure expectations across Trust schools and to verify standards. Local interested schools from outside of the Trust invited to join moderation sessions. Termly moderation meetings	Moderation systems in place for writing, maths and science. Termly meetings organised involving 5 local schools. Very positive feedback received from HTs and staff. Programme to continue 2018/19.
Identify any shared CPD to support any identified areas of weakness across the Trust Schools Shared CPD Oct 2017 – developing pupil resilience	Shared CPD undertaken – SUMO (Autumn 2017) developing pupil resilience and mental well-being. This was further developed during the year by key staff who produced a curriculum to be used in both schools. This will be reviewed 2018/19 and further developed if appropriate.
Trust staff to share vision and values and identify how this is seen in their school/ classroom.	Vision and values reviewed and developed by staff giving examples in practice.
Identify shared CPD needs. Training to be shared across Trust Schools. Leadership Group to share good practice in teaching of reading.	Strategies shared to support the teaching of reading in both schools. Staff also had opportunity to share training in both schools eg. SEN specific needs such as dyslexia
Schools to identify any individual CPD to address any areas of weakness	Schools aware of individual development needs.
SENCo Meetings organised across the Trust to share good practice	SENCo meetings in place. Discussion regarding EHCP application, paperwork etc. Very positive feedback from staff.
Senior Leadership Teams monthly meeting organised to develop non negotiables in writing and maths to support Trust moderation	Non negotiables completed to identify key writing expectations for all year groups. Agreement regarding maths moderation document. Trust termly moderation extended to 5 schools in total.

Summary Review of Action Plan 2017 – 2018 Summary Key Targets for 2018 - 2019

Planned Actions	Progress and Implementation
Develop MAT teaching teams across the Trust to share expertise, skills and best practice. Subject Leaders – link with SLTs meetings. Core subject leaders to meet half termly to share best practice, assessment, curriculum, concerns	Staff working relationships developed reflecting the values of the Trust. Leadership Teams work closely to develop practice. Very positive feedback from staff.
Promote wider educational experiences for all pupils across the Trust. Arrange Trust experiences for all children eg shared music concert, sporting activities etc.	Shared music event was organised Summer 2018. Further opportunities to be developed 2018/19.
Trust schools to review the curriculum, relevant to individual settings, identify commonality, agree standards and skills. Develop all curriculum area – subject leaders from Trust Schools to develop subject knowledge and share expertise Head Teachers to attend Helen Youngman training: curriculum review.	Curriculum review started 2017/18. Subject Leaders met, carried out a subject audit and produced a Trust subject action plan. Further development of the curriculum will be a focus for 2018/19. Role of the subject leader will be a focus 2018/19. Headteachers attended Helen Youngman training Autumn 2017, training arranged for all staff Autumn 2018.
Summary of School Improvement Plans to be presented to Trust Board Dec 2017 by CEO. Common issues identified and used to inform shared CPD	LGBs received copies of individual school Development Plans. Common target relating to reading. Shared focus relating to the further development of the curriculum, science and foundation subjects.

Summary Review of Action Plan 2017 – 2018 Summary Key Targets for 2018 - 2019

Outcome 1:2: Continued Professional Development of staff

Planned Actions	Progress and Implementation
Develop and deliver a joint training / development plan to meet the needs of staff.	Staff in individual schools accessed training identified by the school. Trust offer to be further developed 2018/19
Shared CPD – developing pupils’ resilience organised	Staff have the opportunity to work together , to share expertise, plan future actions. Financial economies due to shared training opportunities. Positive feedback for shared training event.
Head Teachers of Trust schools to attend 3 day Ofsted training	HTs have a shared understanding of expectations. Attended 3 day training
HT Board to develop a shared School Improvement Plan format to be used across the Trust identifying common areas for development, individual school priorities and Trust priorities	Schools provided Improvement Plan to their LGB. Consistent format not yet developed
<p>Develop collaboration of Core Subject Leaders and the Senior Leadership Teams to support a shared understanding and best practice.</p> <p>To complete the work relating to year group expectations and non negotiables in core subjects – writing</p> <p>Continue with moderation group and use agreed standards as part of this process.</p> <p>Moderation of work to include all teaching staff from Trust schools – use all schools as venues, year groups changing venue each term to support sharing of practice</p> <p>Interested schools outside of the Trust invited to join the moderation group (now 5 school)</p>	<p>Shared understanding of expectations and outcomes across all schools. Work moderated against agreed year group expectations.</p> <p>Work moderated against agreed year group expectations. All teaching staff aware of expectations for each year group</p> <p>Staff visited other schools and shared best practice</p> <p>Very positive feedback from staff. This work with continue 2018/19.</p>

Outcome 1:3: Quality Assurance

Planned Actions	Progress and Implementation
Standards Tracker Appraisal system used across the Trust	System standardised across Trust schools. Clear targets set linking to teacher standards.
Termly Pupil Progress Review Meetings in each school to monitor pupil attainment and progress. Local Governing Body informed of outcomes of data analysis and Pupil Progress Reviews	Accurate tracking of all pupils.. Issues identified and addressed Local Governing Bodies aware of school based issues and can challenge appropriately
Training organised for Members, Directors, Governors to develop skills to understand assessment systems and analysis across schools in the Trust	Training organised in relation to assessment, safeguarding, The role and responsibility of Members, Directors and Governors. Governance competency framework self review.
Trust timetable produced for: Safeguarding audit, Health and Safety Audit, Financial and Governance Audits Summary individual school reviews presented to LGB Summary reviews presented to Trust Board identifying key actions	Timetable produced for finance and governance audit. Safeguarding audits arranged or in timescale. All necessary checks in place to ensure that all pupils in the Trust are educated in safe environment that meets all legal requirements Detailed timetable to be produced autumn 2018/19
Common standards agree for all of the Trust workforce	Draft Staff Handbook to be provided for consultation following revised Pay Policy (waiting for national consultation period to finish).

Outcome 2:1 Strategic Governance

Planned Actions	Progress and Implementation
Trust structure in place to support governance across Trust Directors organised in 2 sub committees: Audit and Finance; Performance and Standards Terms of Reference for sub committees	Trust structures in place. Terms of reference adopted by Directors
Two working parties set up of Members and Directors – Vision and Values, Finance and Structures. Values of the Trust, shared with staff and pupils. Working party agree Trust structure including central Trust staff; % finance retained, Scheme of Delegation; Governance Model; Trust Governor handbook to give an overview of responsibilities, roles. Based on DFE Governance handbook, Scheme of Delegation and Articles of Association BLT Financial Regulations Policy based on Finance Handbook Local Governing Body Governor audit in individual schools	Agreed, shared vision and valued in place. Agreed structure in place. Clear financial limits and delegation understood by all levels of governance Directors aware of audit outcomes. Plan in place for training if appropriate.
The Competency Framework for Governance - A formal review including training regarding developing a clear understanding of the framework Appropriate training programme then applied	Review undertaken session delivered by Wendy Alder. Members, Directors and Local Governors involved.
Develop and deliver a joint training/ development programme to meet the professional development needs of Governors, Directors and LGB that will include the 7 principles of Public Life (Nolan Principles) Finance meeting for Members, Directors and LGB presented by Baldwins Accountants Assessment training session for Members, Directors and LGB presented by The School Data Company Annual review of training programme, linked to competency framework Two tier training programme in place: Generic; Member, Director, LGB	Generic competencies programme and competencies appropriate to specific roles and responsibilities in place. All governors, Directors and members aware of Nolan Principles. Training 2017/18: assessment analysis; safeguarding; The Role and Responsibility of Members, Directors and Local Governors; Governance Competency framework. Further training planned for 2018/19
Clear induction programme for governors, members and directors to be reviewed Summer 2018. Further develop induction procedure from present system	Induction to be reviewed Autumn 2018.

Outcome 2:1 Strategic Governance

Planned Actions	Progress and Implementation
CEO to attend MAT Leadership Course – Ambition Leadership Executive Educators 5 day training DFO to attend relevant days	Raised awareness of the range of the role. Model documents shared . Sharing of best practice nationally Links formed with other CEOs in MATs across the country
Recruitment of 1 new Director; 2 new Members. If not appointed from new schools that join the Trust, subject to competency and skills, contact Academy Ambassadors	To be reviewed Autumn 2018
Appoint link Director to each school	Link Director appointed to 1 school. Appointment to be made to the other school in the Trust.
Head Teacher Board in place to ensure involvement of both schools, meets monthly to support ongoing development of the Trust	HT Board in pace, monthly meetings planned with clear agenda and notes taken.
Set up termly Heads, LGB Chairs and Chair of Board Meeting to develop and enhance lines of communication between Trust and schools	To be developed Autumn 2018
Annual schedule of meetings in place for Trust Board, sub committees of Board and LGB	Planned meetings with clear focus
Annual convention of all Governors, Members and Directors to celebrate achievements across Trust schools during an academic year.	To be reviewed. All Local Governors, Members and Directors were invited to attend AGM..
ICT networks developed across schools	To be developed 2018/19
Governance secure section to website to enable members and Directors to access information etc	To be developed 2018/19

Summary Review of Action Plan 2017 – 2018 Summary Key Targets for 2018 - 2019

Outcome 3:1

Integrated Support and Shared Services

Planned Actions	Progress and Implementation
Organisation of initial financial briefing by Baldwins Accountants for Members, Directors, LGB, finance staff of individual schools	Training well attended by Office Managers, Business Manager, LGB, Members and Directors. Raised awareness of governors at all levels of financial expectations and best practice
New finance system in place (Access Dimensions hosted by Hoge 100) across the Trust.	Efficient integrated system in place across the Trust to ensure that financial information is up to date and accurate to enable all returns to be completed efficiently.
Annual review of providers eg. legal, HR, audit	Providers meet the needs of the Trust and ensure best value. Reviewed summer term 2018.
Evaluation of central team staffing requirements. This will be increased depending on the number of schools in the Trust and staffing required: CEO; Director of Finance and Operations; Finance Officer; Admin support; Leader of Teaching and Learning	CEO and DFO in post part time 2017/18. No individual school commitments 2018/19. DFO full time CEO 0.8. Further appointments to be made as the Trust grows.
Planned meetings of finance teams: Weekly to begin with and then monthly / half-termly as necessary.	To be further developed 2018/19
Investigate processes and options to improve financial efficiency of the Trust	Develop and implement a Trust wide efficiency programme comprised of: Financial benchmarking; collaborative procurement, shared best practice.
Develop Trust website Enhance the image of the Trust through communication, marketing and media	Website to be further developed 2018/19
Develop ICT links across schools Carry out an infrastructure audit. Look into collaborative purchasing and potential for integrated systems.	To be developed 2018/19
Provide opportunities for enhanced business qualifications and training for office personnel if appropriate.	To be developed 2018/19.

Summary Review of Action Plan 2017 – 2018 Summary Key Targets for 2018 - 2019

Key Actions for 2018/19 to continue to develop the work covered 2017/18

Curriculum / Staff CPD

CPD arranged for 2018/19 – curriculum development including the role of the foundation subject leader. Training date 5.10.2018 by Helen Youngman
Identify appropriate CPD for individual members of staff. Consider Prince Bishops Teaching Alliance training, national training – NPQH etc
Continue with present monitoring and moderation of core subjects. Develop to include foundation subjects and involve foundation subject leaders.

Assessment

Consistent termly assessment timetable to be agreed. Trust schools to continue using the School Data Company to provide termly data analysis.

Governance

To ensure consistent reporting to Local Governing Bodies Head teacher Board to agree format of consistent:

- Financial governor reports,
- Assessment summary reports for governors
- Safeguarding Reports for governors

Vision and Values

Vision and values to be referenced in individual school development plans and in all Trust plans.

Head teacher Board

To continue to meet regularly to ensure a shared understanding of Trust policy and practice. Each school to retain their individual ethos and character reflecting their local community within the vision and values of Balmoral Learning Trust.

Headteacher Board to meet with School Council and agree experiences that children should have before they leave a Trust school.

Staff Handbook to be completed and agreed by the Headteacher Board prior to formal consultation with staff, governors, directors and professional associations